



THE SAFETY CLAUSE

DCMC's FLIGHT OPERATIONS INTERNET NEWS LETTER, EDITION VII
MAY 1998

Do not attempt to adjust your computer. We control the lateral and the perpendicular. For the next, let's say twenty to thirty minutes, you will witness the awe and mystery that stretches from Ft. Belvoir to the outer limits...of safety. OK so it's not the best opening we've had, but I'm running out of ideas here. Work with me a little.

We've made some changes this edition. For one, we added a Chefs' column...



No...that's not right...a *Chief's* Column. (*Editor's note: Replace Spell Checker with Spell/Stupidity Checker.*) This is where you'll receive words of wisdom from each of the District CFOs. Each of the Chiefs have promised me articles. Of course, two of them just sent me clippings from their local newspaper which is not exactly what I had in mind. However, if you just insert the word "flight" where you see the word "Monica" and "safety" where you see "Lewinsky" the gist of their articles will fit in with the general theme of the newsletter which is, "If

we weren't writing a newsletter we'd have to have real jobs."

The second major change is, obviously, the startling new format of "The Safety Clause"...OK, we just added dates to the title. This idea came to us, not in a dream, but from one of our very own GFRs, LCDR Paul Alexander, of Sikorsky West Palm Beach. He frequently gives out older editions of the Clause (those he's not using to line the bottom of his parrot's cage) to people he's not very fond of. Paul felt that dating the editions would make it easier to organize them and understand their historical significance in relationship to the epoch in which they were written in. We felt this would be a terrific way for us to demonstrate that we are listening to your suggestions, particularly when it doesn't take up too much of our time. So, we've added the dates and, *as a free bonus*...increased Paul's medication.

FYI

-Lt Col John Heib

The Tri-Service Agreement. The latest and greatest on this is: I briefed the Joint Aeronautical Commander's Group on our proposal to rewrite the Agreement to make it more user friendly. They bought it. The PAT that will do the rewrite will include representatives from Service program offices, personnel, manpower, and yours truly. We hope to finish the rewrite by the end of August. After which, we'll finally sit down and rewrite DLAM 8220.3.

ORM. We are on track for DCMC's Operational Risk Management initiative. I've asked the CFOs to have each of the GFRs try ORM on a test basis. The suggested subject is their contractor's aircraft rescue and fire fighting processes and capabilities. However, the GFRs are free to choose another subject if they wish. Each GFR should submit the results of their test case to their District CFO. The CFOs will forward the best of these to us here at DCMC-OI, for future editions of the Clause. This will be a terrific way to not only improve on your operations, but also a great way to pass on lessons learned.

We held a training session in ORM here at Ft. Belvoir, the last week in March. The course was very well received. I've added money in our FY '99 Business Plan to do the course again next year, so hopefully we can get a few more of you through it. The rest of you will have to get your training through osmosis, or at least through reading the various articles we've made available to you all. If you need help in implementing ORM at your facility contact your District CFO.

Questions from the Trenches.
Q Frequently, I receive inquiries from those of you out in the real world. Usually I just delete them from my email/voice mail and claim I never got them. However, some GFRs have started using return receipts for their messages and these guys don't buy that, "Must be a problem with my email" excuse every time, and I find myself having to answer "The Mail".

One such question came to me from CDR Chris Willy of NAS Patuxent River. Chris asks, "For contractor flight crewmembers, I see where the DLAM 8210.1 requires them

to have a "current military flight physical or FAA medical certificate" (Vol. 1, paragraph 4-3c). Yet for a contract pilot to OBTAIN his FAA Commercial Pilot rating (Vol. 1, paragraph 5-1), I'm told by my good contractors that the pilot must have an FAA Class II Physical. Must that contractor pilot update his FAA Class II Physical yearly, or does a yearly military flight physical suffice? I read the DLAM 8210.1 to say the military flight physical suffices."

My response, for your edification, was, "I read it the way you read it."

NAVAIRINST 3710.1C does not contain any hidden agendas. It also wasn't written to tie anyone's hands (too tightly). The way it was written in general (and this reference in particular) was to ensure the contractor was thinking about this process and was prepared to do it in a similar (but not necessarily identical) fashion to the way the Services do it.

In this specific case, we want the contractor crewmembers to have a flight physical. We'd prefer it was a military flight physical. Mainly, because we, Service aircrew members, are most familiar with the military way of doing things. But, we also recognize that getting a civilian aircrew member a military flight physical is not always practical. So, the next best thing is an equivalent FAA physical.

In general, whenever you have any requirement in 3710.1, you should ask yourself, "Why this requirement?" In this case, the answer is, "Because we want to ensure the pilot/aircrew member is physically capable of doing whatever it is he/she is supposed to do." Can't have pilots having heart attacks in the middle of approaches in our very expensive aircraft, now can we?

However you meet this basic requirement probably fulfills the intent of the instruction.

3710.1 is sufficiently vague that you can use this litmus test on most of the Contractor's Procedures. For those few requirements that are in black and white the process is still useful. When applying for a waiver, the contractor should try to meet the underlying intent of the instruction by stating in the waiver request, 'how they intend to mitigate the increased risk the Government will be assuming if the waiver is granted.' The GFR should ensure the waiver request does just that before forwarding the request for approval.

A short note on Contractor's Procedures. Are you assuming too much responsibility for the US Government? Someone quizzed me the other day on exactly which procedures should be included in the Contractor's Procedures. Well, the Contractor's Procedures Guide pretty much says it all. Your Contractor's Procedures should only include aircraft ground operations, flight operations, and those ancillary operations that directly relate to aircraft safety (ARFF, tool calibration, and the like). Per DLAM 8210.1, the Contractor's Procedures are *separate and distinct* from industrial procedures. Bottom line, "Don't approve procedures outside the scope of aircraft ops. Don't assume more responsibility for the US Government than your being paid to assume."

Initial Telephonic Notification of Mishaps. The other day I received the following email which except for the sender's name has been purged of identifying information,

On XX Apr. 98 ACME Corporation reported damage to Aircraft Tail Number: 1234567 that was under going Standard Depot Level Maintenance (SDLM) on Contract Number: N12345-99-D-0001 (X-1/X-A SDLM Program).

The contractor reported that during an aircraft paint stripping operation, the left windshield, right windshield and aft glass canopy were damaged due to contact with the paint stripper. Estimated repair/replacement cost is \$XX,XXX.

This mishap is reportable in accordance with DLAI 8200.4, Mishap Notification and Investigation Procedures for DCMC Administered Contracts. An electronic message will be transmitted within the time frames established by DLAI 8200.4.

LEO JACKSON
Specialized Safety Mgr.
DCMC St. Louis

Mr. Jackson's email is an excellent example of what we need for telephonic notification. Telephonic notification of a mishap that meets the criteria of DLAI 8200.4, paragraph F, must be made within 3 hours of discovery of the mishap. Leo's message tells us everything we need to know *initially*: who, what, when, and how much.

You'll notice Leo didn't follow any particular format from 8200.4, which is fine for telephonic notification. Additional reporting via fax, electronic media, or email, in the formats found in 8200.4, Enclosures 1 and 2, may be required per 8200.4, paragraph F. But, for initial "telephonic" reporting, the example message is perfect.

Remember the intent of telephonic notification. It's to keep the Commanders in

on the loop before they get called by CNN. To truly meet the intent of 8200.4 you should ensure someone in DCMC-OI *actually receives the message*. Leo only sent the message to Linda James. Linda forwarded the message to all the flight ops guys. In the future, if you want to use email to do your telephonic notification, send it out to Linda *and* all the flight ops guys and our secretary, Tina Weappa. We have a rather heavy TDY schedule sometimes, but someone will get your message if you send it to all of us simultaneously. Our email addresses are available on our web site. Tina's is tina_weappa@hq.dla.mil.

One Hundred Percent Surveillance of Critical Safety of Flight Items. There are several ongoing debates concerning 100% of Safety of Flight (SOF) items. Today's debate concerns the wording of DLAD 5000.4, chapter 2.2.1. Does 100% surveillance mean 100% inspection? I received an email on this very subject this very morning. The following is my *edited* reply.

I don't see how you can interpret "100% surveillance" as anything other than, "I have to look at this process to ensure it was done correctly '100%' of the time it's done." "Surveillance" is not the key word here, "100%" is. That being said, it's important to note that I am not in QA. My, and anyone in Flight Operations' interpretation of "surveillance" verses "inspection" in DLAD 5000.4, chapter 2.2.1, is irrelevant. We in Flight Ops are not, and should not be, in the business of interpreting 2.2.1. The official DCMC-OI position on, "Does surveillance mean inspection?" is, "We have no position."

I do have *opinions* on the subject, which I'll share with your here. I've had fundamental reservations with the 100% SOF

"inspection" requirement for years. For one thing, this is a QA issue which we in Flight Ops keep getting unwillingly drawn into. How you interpret the requirement directly effects QA manning; another issue I have no intention of getting involved in. Of course, my primary problem with the requirement is the idea that you can "inspect in" quality.

Today 100% "surveillance" is the vaguely worded "law of the land". But, what does it mean? This confusion clearly tells me 2.2.1 needs to be rewritten. It's very important however, that any modification to the chapter, and therefore the surveillance requirement, be done through thorough analysis of what our customers want and what those desires will cost them. We need to make sure if we scrap 100% "inspection" of SOF items, all the players know the full ramifications of such a course of action. This will require a radical change in philosophy and new contractor controls to ensure the SOF ball doesn't get dropped. I believe, however, that under Acquisition Reform anything is possible if we set our minds to it.

For our GFRs and AMMs, your role in this issue is to ensure the SOF list is complete to the best of your knowledge and abilities...period! Your job is *not* to ensure whether or not QA is interpreting their instruction correctly. Despite the subject's title "Safety of Flight", this is not a Flight Operations issue...it's a QA issue. The SOF 100% inspection/surveillance requirement debate has been going on for years and we in Flight Ops aren't going to solve it for them because we don't own their processes. I won't even get into whether DCMC Flight Ops guys are qualified to signoff on a list that is inherently a Program Office/flight-test/engineering bailiwick.

So the bottom line on this subject is, GFRs and AMMs should remove themselves from what is inherently a QA debate and do the best job they can in their current role of reviewing the SOF list.

Aerial Achievement Medals. Two District East crewmembers were recently awarded Aerial Achievement Medals. They were, MSgt Francis Cordrey, from DCMC Lockheed Marietta, and Major Alex Bollman, from DCMC Pemco Birmingham. Congratulations to both.

SAFETY NEWS

-CDR Mark Feallock

Reading about mishaps can be pretty dull stuff sometimes. I myself, sometimes embellish *a bit* on the mishaps I relay to you in each issue of The Safety Clause. Not that I'm particularly good at it. But, my intent is to keep up your interest while you slug your way through an innately serious but not always edge of your seat, exciting subject...aviation safety. Of course, embellishment isn't always required. Some situations provide enough inherent excitement/sheer terror, if not for the reader, certainly for the aircrew. We experienced a few incidents recently that provided some of our DCMC/contractor aircrews with a little first hand, "fine line" pucker factor excitement. Who said acquisition is boring?

First, there was a reworked F-15 in Korea, which was completing an FCF when a large portion (75%) of the left rudder decided it did not want to remain attached to its parent airframe anymore. According to the mishap report, the aircraft experienced severe vibration for approximately 2 minutes, while the rudder was making a decision to stay or

go. The pilot, of course, could not see exactly what was happening. He only knew whatever it was, was a *bad thing*. He therefore opted to get the aircraft pointed towards homeplate and declared an emergency. I can only presume that while flying the aircraft and running the checklist he also had plenty of time to contemplate the awfully uncomfortable feelings one experiences as he tries not to "shuffle off this mortal coil," as he waits to see if controllability can be maintained throughout the transition until landing. The best part of the story is that the pilot, Captain Doug "Snake" Johnson, did an outstanding job of getting the aircraft back to homeplate safely. Now, if we can just determine why the rudder delaminated and get the word out to all concerned, we'll be happy puppies. Kudos to you, Snake!

Our next situation would probably fit into the next (re: higher) level of borderline catastrophe/awesome save after an MH-6 lost its tail rotor. I don't mean he lost tail rotor authority. I mean he lost his entire tail rotor! A portion of the tail section, *including* the tail rotor, departed the airframe. For you fixed-wing airplane types, this would be analogous to losing your entire empennage... controllability really sucks. I *hate it* when that happens! The thing about helicopters is, ejecting or bailing out isn't an option, so the pilot is committed to utilizing all his/her available skills in a short, precise period to execute a survivable autorotation. I don't qualify the term "survivable". I mean *exactly that*. If the pilot and crew can live to fly another day, that's a great auto, regardless of how the airframe ends up. In this case, the pilot, a contractor pilot, executed a perfect autorotation to the desert floor preventing any further damage to the airframe. An outstanding demonstration of "Keeping your head when all about you..."

Somewhat of an added bonus, was that this bird was “wired up” for conducting other in-flight tests that may provide the information needed to determine exactly what happened.

Interesting, that both these incidents involved some type of material separation that can be analyzed in an effort to determine what occurred, allowing us to prevent future situations like these. That's the genuine purpose of an aviation safety program... preventing mishaps.

We all know life isn't perfect every minute, and when something like this happens, we have to be prepared for the unexpected. Sounds cliché, but that is exactly what contributed to the successful recovery of both these assets.

Not to leave any deserving people out of the limelight, kudos also go out to the flight crew at Boeing Wichita for their cool handling of a less hectic though potentially serious situation. It involved the wing station drogue refueling system of a KC-135. While checking the system in the deployed position (hose reeled out approximately 75 feet), the hose refused to be reeled back in. Hoses...they can be such hoses sometimes. The crew contacted their base and, after conferring with Boeing engineers, the decision was made to land with the hose in the deployed position vice jettisoning the drogue. The only damage occurred to the hose and drogue assembly during landing.

I'll conclude with this observation, there are times when you're not out there by yourself. If you have time, consider more options. Get the engineers on the box. Ask the SOF or chief pilot. Just don't forget to keep flying the aircraft as you analyze the situation. Guess we can call that ORM “on the fly.” Until next time...stay sharp, FLEA

CHAPPELL'S CORNER

-Major Andrew Chappell

DCMC Aviation Safety Stand-Down Day. Last year's DLA Aviation Stand-Down was very well received.

Contractors and DCMC Flight Ops personnel alike, all felt it was a worthwhile endeavor. The response was so positive we've taken the advice we received from CFOs, GFRs and AMMs and are institutionalizing annual safety stand-down events for all DCMC flight operations activities.

You'll be receiving additional guidance concerning stand-down day specifics in the future. For now, we've compiled a list of web sites which contain some terrific stuff that we hope will help you in deciding on which safety stand-down day topics are best suited for your specific location. The list is designed to cover a wide range of topics, all of which are focused on flight operations. Our goal is to assist DCMC Flight Ops personnel in making the most of the stand-down day initiative; something we consider to be a key part of an effective mishap prevention program. We also believe the information readily available on these web sites provide multiple ways to improve processes and efficiencies in day-to-day flight operations.

We also recommend reviewing the web addresses listed in The Safety Clause, Edition 2. And, as always, everyone is encouraged to submit additional information, comments, and useful web sites to improve our processes and yours. Comments may be forwarded to any of the DCMC Headquarters Flight Operations staff.

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CFOs are highly encouraged to consider a portion of this year's aviation stand down curriculum to include a review of and an implementation strategy for Operational Risk Management (ORM).

1. http://www.faa.gov/apa/safer_skies – General aviation topics (pilot decision-making, loss of control, weather, controlled flight into terrain, survivability).
2. <http://www.hf.faa.gov/database/welcome.html> – FAA human factors web-site.
3. <http://www-afsc.saia.af.mil> – Air Force Safety Center.
 - 3a. <http://www-afsc.saia.af.mil/afsc/rdbms/orm/readings.htm> – Air Force ORM Publications.
4. <http://safety.army.mil> – US Army Safety Program & Army Risk Management.
5. <http://www.hqmc.usmc.mil/Safety> – HQ Marine Corps Safety Division.
 - 5a. <http://www.hqmc.usmc.mil/safety/218e.htm> – HQ Marine Corps Risk Management.
6. <http://www.Norfolk.Navy.Mil/Safecen/> – Naval Safety Center.
 - 6a. <http://www.norfolk.Navy.mil/Safecen/orm.htm> – Navy operational risk management.
7. <http://www.aviationcommission.dot.gov> – Federal Commission on commercial aviation.
 - 7a. <http://www.aviationcommisssion.dot.gov/212fin~1.html> – White House Commission on Aviation Safety and Security.
8. <http://www.scott.af.mil:81/hqamc/directorate/rm/rmhome.htm> – Air Mobility Command's ORM Web site

Speaking of ORM, there's a new DCMC Information Memorandum; number 98-158. It concerns ORM and the formation of an ORM

Management Council. Here's what the new Memorandum says,

To facilitate implementation of Operational Risk Management (ORM) into all flight and



aviation ground operations, Headquarters Flight Operations has established an Operational Risk Management Council (ORMC). Council membership will include each District Chief of Flight Operations and will be chaired by DCMC-OI. The council's mission is to assist and provide the wherewithal for our Aviation Program Teams (APT) to implement ORM practices that will effectively preclude unacceptable risk in aviation processes, enhance the safety of personnel and reduce the risk of damage or loss to Government property.

The first ORMC meeting is scheduled for 3rd Quarter, FY 98. Successive meetings will occur on a quarterly basis or as often as necessary to leverage the momentum of implementing ORM practices into daily flight operations processes.

AMM NEWS

-MSgt. Milton Dillard

Greetings fellow AMM brethren, and APT members out there. Welcome to another edition of the safety clause. For all of the new AMMs out there and anyone else, who is interested, this is the place to give you feedback, and share information and lessons learned in the maintenance arena. Don't be shy. Send us your inputs on important flight operations issues that affect us all. We would be more than happy to publish them in an upcoming edition.

AMM Course Update. We just finished our AMM course at Boeing, Long Beach. This course was one of our best offerings to date. We received a lot of positive feedback from the students on course curriculum and instructor effectiveness. The class had a good mix of students; there were new AMMs from the Army, Navy and Air Force. The Marines even sent us a "few good men." We had one DCMC Quality Assurance Specialist and one contractor representative. The students' wide range of experience and backgrounds helped to make the class discussions very interesting. As usual, TSgt Goldstein did an outstanding job as our host and POC for the course. Thanks again "Goldy", we couldn't have done it without you. Our next course offering is scheduled for Oct 19-23. Again, we will return to Boeing Long Beach. For anyone who would like to attend our course contact your district AMM; CMSgt Penman for District West, (301) 335-3673 or DSN 972-3673, Mike Lathrop, East District, (617) 753-4078 or DSN 955-4078, or SMSgt Mark Baumbusch, District International, (703) 767-2494 or DSN 427-2494.

NAFPI FOD Conference. The 19th National Aerospace FOD Prevention Inc. (NAFPI) Conference will be held in Fort Worth, TX, August 11-13, 1998. The Conference will be co-hosted by NAFPI and Lockheed Martin Tactical Aircraft Systems. This is a great opportunity for our AMMs as well as all our APT members to share ideas and valuable lessons learned in FOD prevention. The Conference will be held at the Worthington Hotel in downtown Fort Worth. The phone number for reservations is (800) 433-5677. Ask for the, "FOD Conference #19 Block of Rooms." The Government Rate is \$94.00. The space and rates are NOT "guaranteed available" after July 20, 1998. Hope to see you there!

Hail. We have several new AMMs coming onboard. MSgt Mark Batzer is on his way to Ankara Turkey. SFC Donnie Snead will be the new AMM at DCMC Bell, Fort Worth, TX. MSgt Aaron Woods is our new AMM at Lockheed Martin, Greenville, SC. SFC Jim Swearington has just been assigned to Wright Patterson AFB, OH, and ADI Ray Garritano just started at DCMC Grumman, St. Augustine, FL. I would like to welcome all of you to DCMC.

Farewell. Once again it's time to say farewell to another one of our AMMs leaving the military and making that final PCS move, AKA "Permanent Civilian Status". The retirement ceremony was held on April 10th at DCMC Boeing, Seattle, for SMSgt Chuck Aherens. Chuck was one of our first AMMs, assigned to DCMC in July 1994. He was one of the founding fathers of the AMM course. It's guys like Chuck that helped shape the AMM position to what it is today. We salute you and wish you well in your future endeavors.

CHEFs' CORNER

(Editor's note: Fire Editor)

CHIEFs' CORNER

As promised earlier, I've added column space to allow each of the Chiefs of Flight Operations (who have taken time from their busy schedule making MMR slides) to exercise their First Amendment right of freedom of the press, or to petition the government for a redress of grievances; one of those two.

DEFENSE CONTRACT MANAGEMENT COMMAND

-Colonel James McNulty

I'm heading out the door TDY, but before I go, John wanted me to give him a few lines for The Safety Clause. Since I only have a few minutes, I'll be brief. What is the one thing I'd like to say to our APT members? Empowerment. That's it-- Empowerment. What I sometimes hear from far too many people both military and civilian is, "I can't do that." "They won't let me." "Sure, it's wrong, but what can I do? I'm not empowered."

Here's the real skinny. You are already empowered to have a positive impact... to make a difference. You are not empowered *only* if you choose not to be.

Empowerment doesn't mean you run around with your hair on fire and a dead rat in your mouth. What empowerment means is that you have the skills, the knowledge, and the desire to address a problem *and* provide a solution. Empowerment doesn't mean playing Devil's Advocate at every opportunity. Anyone can take the low road with a negative approach. To solve problems we need solutions. Empowerment also means you know how to get action

within your organization. Not just attention, but positive action to address the situation. If you want to see empowerment in action, give your boss both the problem and the solution.

DISTRICT EAST

-Lt Col Mike Clover

WOW! Time has just flown by since arriving in Beantown from the "real" Air Force just two short years ago. All I can say is "hang on" because the Eastern Front will undergo major changes in personnel and programs this year. Many "experienced" GFRs and AMMs will leave the DLA for newer horizons. Some will return to their respective military service while others opt for the big "PCS" and return to civilian life. To one and all – **THANKS** for a job well done!

For those of us who remain on the Eastern Front, we definitely have our work cut out for us. It's springtime and we all know what that means...warm days and that "contractor haze"! You've all seen it before. The contractor nodding his head in total agreement all the while he's giving you that "deer in the headlights" stare. With the change in seasons, also comes the shift in focus. People will have their minds on other things, not on their work at hand. "Murphy's Law" and the contractor's mishap potential both increase as the temperatures rise.

How do we combat this increased risk? A sound **ORM** program! All of the Services have instituted **O**perational **R**isk **M**anagement with the Army adopting it first in the late 1980s. Not to be outdone, the Navy and Air Force quickly followed suit. However,

DLA has just started to incorporate **ORM** into its flight operations.

On my radarscope, the real target is your contractor's ground operations. On the Eastern Front, we experience far more mishaps on the ground than in the air. I suspect the same is true across the command. With this in mind, take the time to explain **ORM** to your contractor. Show him the Army, Navy, or Air Force's statistics on how **ORM** significantly reduced their



With his instructor(left) looking on, Airman Smith(center) demonstrates how to disguise yourself as an F-117 while wearing the new *stealth* BDUs.

mishaps. In the long run, the contractor will lower his mishaps and the costs associated with mishaps. For us, we'll return a better quality aircraft to the warfighters sooner.

This won't occur over night. In fact, it may take many "face-to-face" meetings to win your contractor over to embracing the idea. With diminishing budgets and resources, losses of operational capability tend to remain permanent. In the current environment, we cannot afford to continue damaging aircraft needlessly on the ground. Let's give this program a maximum surge effort!

ORM is not rocket science -- it's a systematic approach to managing risk and optimizing operational capabilities. Though some of us have received **ORM** training, anyone can easily access a service's **ORM** web site to gain the information. If you need some help, our office is ready to assist.

On another subject, I just learned of a super program that's currently ongoing at a southern facility. It seems this aviation contractor has started a FOD program whereby they send out "trailer cards" on the aircraft leaving the facility after PDM. This provides their "customer" with an avenue for feedback regarding the quality of contractor workmanship. More importantly, it provides the contractor a source document to retrace their steps and fix deficient processes. Guess what? It really works and its simple too! This is an excellent "teaming" initiative for you to try with your contractors! **BOTTOMLINE:** The WarFighter will benefit by receiving a FOD-free product.

Like Oliver Douglas from the "Green Acres" sitcom, I'll step down from my soapbox now. But before I go, let me leave you with one thought I borrowed from Air Combat Command's safety magazine, *The Combat Edge*. Under the Maintenance Section, they have a very simple statement: "**Not a single sortie we fly is worth compromising the integrity of an aircraft or the life of an airman.**" I agree!

DISTRICT INTERNATIONAL

-Lt Col Dane Marolt

Do you want to hear about something very strange? Here in International we work FMS contracts accomplishing PDM work on foreign government aircraft. You may ask, 'Why are we doing this?' I've asked that

myself several times (of course when people see me talking to myself they assume I've spent too much time at Headquarters). The answer is that the Ground & Flight Risk Clause (G&FRC) is on contract. And, the contract is between the US Government and a major US contractor.

So what happens if a foreign government aircraft crashes? Is the US Government liable for a foreign aircraft because of the G&FRC? No, not on FMS contracts. Every FMS Contract contains a Letter of Offer and Acceptance (LOA). This document is a US Government to foreign government agreement outlining the specifics of the FMS Case. The LOA will contain (by law) a clause that we call the "Hold Harmless Clause." This clause relieves the US Government, as well as its officers and agents, of any liability associated with the execution of the contract. If you get an FMS contract, make sure to research the LOA and find that clause!

On another note, we recently had a contractor, with a pretty good tool control program in place, donate a couple of tools to the USAF. Turns out that the contractor's tool control program was "for show" and that an illegal "stash" of unauthorized tools was being used by mechanics. The "stash" developed when the contractor forced its employees to abandon their personally owned tools in favor of standardized company owned tools. The employees never could "let go" of all those old tools and maintained a hidden kit that they used. The worst part was that our personnel were intentionally deceived!

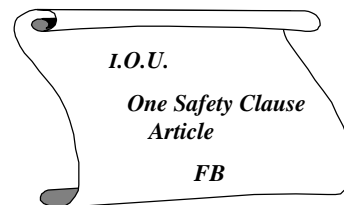
Finally, are you an Air Force or USN/USMC GFR or maintainer looking for a unique and challenging job? We have periodic openings (I'm sorry to say we currently have no

openings for Army/Coast Guard types). Our positions are in Singapore, Japan, Korea, Malaysia, Ft. Belvoir, Germany and Turkey. We are always looking to hire "new meat" with experience and a flare for the exotic. If you're interested contact me via email at dane_marolt@hq.dla.mil or contact your service "flesh peddler."

DISTRICT WEST

-Lt Col Frank Bailly

(Editor's note: I had a hard time trying to translate Col Bailly's article; some sort of problem with the email system. I was finally able to translate part of the document which was the following graphic,



Later, just before we were to go to "print", Frank sent us a Fax copy of his article which he claims to have had all along. "News from the LEFT Coast" follows.)

Recently, I was in Long Beach for the AMM Training Course; a good class with a lot of audience participation. There were two gentlemen, a DCMC QAR and a Contractor Quality type, both from the same facility, in attendance. They both admitted extreme reluctance towards attending the course. But, but after two days, they came to realize the value of the training. They now have a better understanding of APT duties and responsibilities. The folks from that facility will all benefit.

The bottom line is, APT training is not just for APT members. The courses are excellent opportunities for ACOs, PCOs, QARs, contractors and anyone else involved in aircraft contracts, to learn what we do. ***There is a cure for ignorance.*** Push training courses to anyone you think could benefit. Training slots are not a problem. DCMC-OI is very accommodating and the weather is great out here on the coast.

In other news, the DCMDW Flight Ops web site is on line. Our address is, **“Error! Bookmark not defined”**...no, that's not it. Our *real* address is “home.dcmdw.dla.mil/opsinfo/fltops”. The page is new and still a work in progress. We solicit any and all suggestions/comments. Our goal is to have a web site that's a useful reference tool for you folks in the trenches, not a graphic-laden memory-gobbling eyesore. Contact MSgt Bob Badgely, at DSN 972-3672, or commercial (310) 335-3672, with your suggestions.

(Editor's note: The following article details an excellent example of creative problem solving. The AMMs have dubbed this process, “The Marshal Plan”, in honor of its author, Chief Marshall.

The Marshall Plan includes imbedded PowerPoint 4.0 charts which will print in sufficient detail for viewing, however, you may find them hard to view electronically. For more details on how the slides were developed or to get electronic copies in their original format, contact Chief Marshall at (316) 526-1976)

PBAM REDUX or,

Putting More Insight Into Your Oversight
-CMSgt Jerry G. Marshall
DCMC Wichita

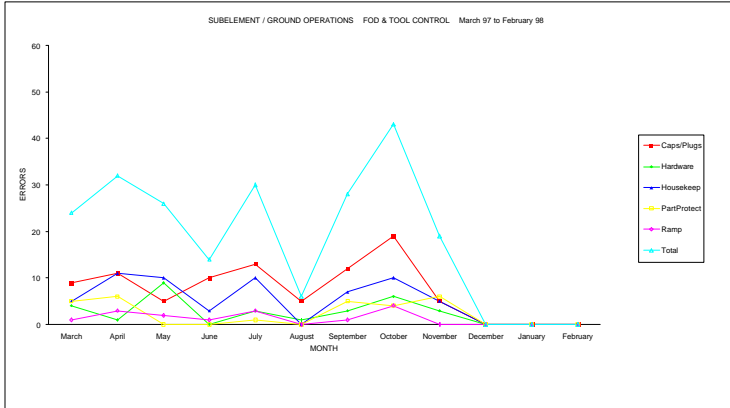
During our first Risk Assessment in February 1996, our APT discovered a big problem. It's really tough to assess the contractor's performance on ground operations processes using AMM log books as justification. Even though log books are stressed in GFR and AMM training classes, you just can't use them to effectively encourage a contractor to improve processes. Why not, you ask? It's because a full log book contains too much information to quickly support a position during a meeting with contractors. The meeting would drag on too long. Additionally, contractors aren't intimidated by log books. You'll find yourself in the “gut feeling” mode of rating a contractor.

After enduring painful “Past” & “Future” performance meetings during that first Risk Assessment in 1996, we felt there had to be a better way to meet this challenge. The key we found was, present audit data to the contractor in a form that they are familiar with and deal with on a regular basis. We presented our data tracked on charts and graphs. Ink leaves trails--Ouch! We scored a “shack” with this approach.

Here's how we did it. We looked at all of the sub-elements (Safety and Ground Operations) that affected ground operations. We then reviewed the contracts and DLAM 8210.1 Vol. I for applicability. Next, we took each item of these sub-elements and broke them down to processes that were audited on a daily basis. For example, FOD and Tool Control was divided into two separate tracking charts (Chart A).

THE SAFETY CLAUSE DCMC's FLIGHT OPERATIONS INTERNET NEWSLETTER

SUBELEMENT / GROUND OPERATIONS					FOD & TOOL CONTROL				Mar 97 to Feb 98				
Category	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Total
Caps/Plugs	9	11	5	10	13	5	12	19	5	0	0	0	89
Hardware	4	1	9	0	3	1	3	6	3	0	0	0	30
Housekeep	5	11	10	3	10	0	7	10	5	0	0	0	61
PartProtect	5	6	0	0	1	0	5	4	6	0	0	0	27
Ramp	1	3	2	1	3	0	1	4	0	0	0	0	15
Total	24	32	26	14	30	6	28	43	19	0	0	0	222
Visits	13	24	21	17	17	6	17	17	2	0	0	0	134



Under the FOD chart, we listed processes that controlled the use of caps and plugs, hardware control, housekeeping, parts protection, and parking ramp condition.
(Chart A)

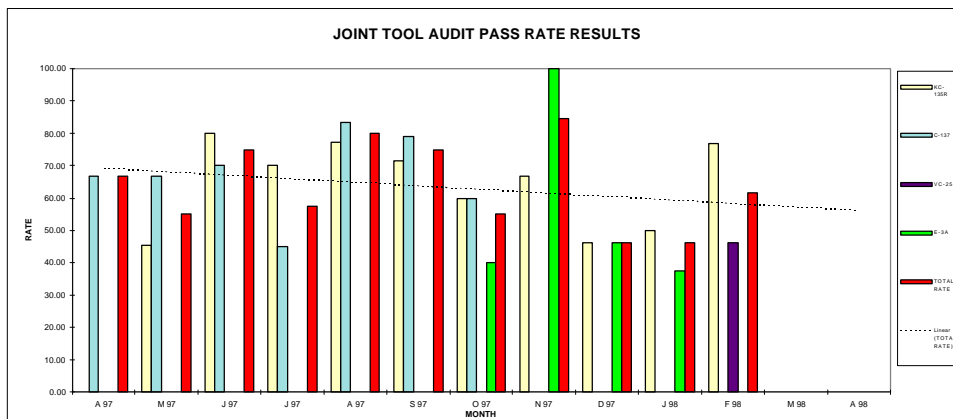
When a tool audit was accomplished, the first level supervisor was briefed of the results and given a copy of the audit check-sheet. The results were entered in the AMM's log book and entered into the tracking charts that listed the total passed audits, total failed audits, defects by category, and the total pass rates for the month (cumulative and by each aircraft type (Chart B)).

To make this data meaningful, we sent a weekly letter to the appropriate general supervisor of a program listing the processes that were observed to be deficient that week and the results of any tool audits. This letter was signed by the AMM and the GFR. It's up to the general supervisor to meet with their managers to discuss defects and solutions (oversight has become insight).

When an audit was accomplished around an aircraft or in a back-shop, any observed defects were briefed to the first level supervisor upon completion of the audit. The results were entered in the AMM's log book and entered into the tracking chart.

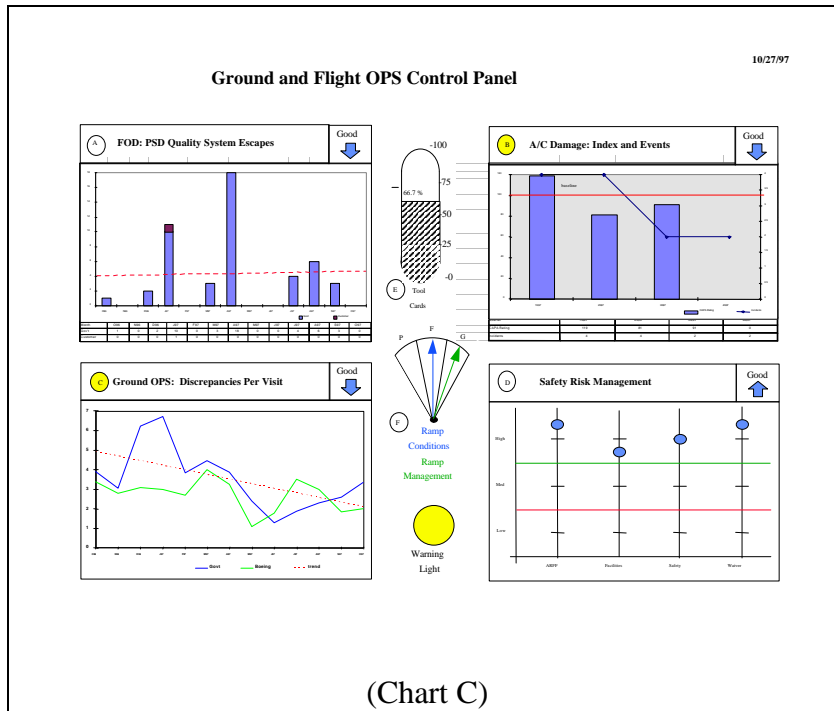
appropriate general supervisor of a program listing the processes that were observed to be deficient that week and the results of any tool audits. This letter was signed by the AMM and the GFR. It's up to the general supervisor to meet with their managers to

JOINT TOOL AUDIT PASS Rate RESULTS																							
ACFT. TYPE	A 97	M 97	J 97	J 97	A 97	S 97	O 97	N 97	D 97	J 98	F 98	M 98	A 98	M 98	J 98	J 98	A 98	S 98	O 98	N 98	D 98	J 99	M 99
KC-135R	45.45	80.00	70.00	77.27	71.42	80.00	66.66	46.15	50.00	76.92													
C-137	66.66	66.66	70.00	45.00	83.33	78.94	60.00																
VC-25A										46.15													
E-3A							40.00	100.00	46.15	37.50													
TOTAL RATE	66.66	55.00	75.00	57.50	80.00	75.00	55.00	84.60	46.15	46.15	61.53												



(Chart B)

This data is jointly collected on one chart (Chart C) that is reviewed by program supervisors, the APT, and the Chief of Flight Operations weekly.



contractor weekly progress reports that, when tabulated, make it extremely easy to write and justify “Past” and “Future” performance for specific ground operations sub-elements of the Performance Based Assessment Model. Our 1997 and 1998 contractor assessments were a breeze, without argument from the contractor, because we had the data in a form they understood, shared the data with them weekly, and used the data, not “gut feelings”, to assess the contractor.

Using this method to monitor and rate contractor performance has taken the burden of proof off of the APT and placed it squarely on the contractor. We give the

Monitoring contractor ground operations can be enjoyable and productive when you use “insight” verses “oversight”.

REPORTS

-Lt Col John Heib

Generally, the reports we receive from the field or District offices are pretty well written documents. Unfortunately, this is not always the case. Recently I received a report from a source that will remain anonymous which contained over 100 errors, in only six pages of written text! This report represented a quantum leap in error generation; the *Mother*, if you will, of all poorly written reports. Some of you may not realize this, but we here at DCMC-OI are not in the business of correcting your first drafts. We're far too busy surfing the internet for cool new web links and playing with different screen savers. I therefore felt the author of this report was, in fact, throwing

down the *BIC Pen* gauntlet, taunting us to, “Read my report...if you dare!”

Ordinarily I would just have Tina, our secretary, file the report appropriately (*Editor's note: For electronic version of Clause, add hyperlink to .wav file of paper shredder.*). However, in this particular case I felt positive action was necessary; after all, several red pens valiantly gave up their lives in the course of correcting the report. I didn't want their sacrifice to be in vain.

But what to do? CDR Mark Feallock, and I both thought the report was quite amusing in a sad and twisted sort of way, and Flea remarked that it could give rise to a useful newsletter article. So, as a charitable and fully tax deductible service here, I thought I would jot down a few writing pointers in the hopes that some of you might avoid the

embarrassment of trying to explain to your commander, why Johnny can't write.

I began by reflecting upon the many poorly written reports I've seen in the past. Reports that came from people, most would consider educated, even intelligent. These reports, while not as bad as the *Mother of all poorly written reports* mentioned earlier, gave one the impression the author was, shall we say, not exactly Mensa material.

Well, you don't have to be an English major or Pulitzer Prize winning author to write well. A computer science major myself, I always found one simple precept in writing to work well for me...always wait to the last minute and do an all nighter with a dictionary and grammar guide by my side. With that in mind I knew when I decided to write an article about writing, I would be setting myself up as a target to the slings and arrows of outrageous fortune. Some of you out there, I know, can't wait to send me an email with, "Did you really intend to use a semicolon in that manner?" The answer is, "Yes; I did; and; I'd do it again;!!!" I can handle criticism. Don't hesitate to critique this article. Just direct your comments to winner@comments.most.likely.to.be.sent.to.recycle.bin.award.com, with a "cc" copy to probability.i'll.this.read.critique@zero.com.

Creative vs. technical writing. I'll never forget the sage advice I received from my college English professor. He said, "John, go into a technical field. You'll never make it as a writer."... no wait, it was, "Never forget, that unless your name happens to be William Faulkner, your prose should stand on its *technical merit* rather than your ability to turn out a particularly witty...phrase." Meaning, stick to the facts and concentrate on clear, concise, technically correct writing. Leave phrases like, "It was the best of times,

it was the worst of times," to guys who know nothing about aircraft. If it makes you feel any better, writers probably became writers because they couldn't get through high school algebra, and anyway, writer's tend to be a despondent, whiney lot. Probably because they never got to date cheerleaders.

Writing Concisely. When it comes to sentence length, shorter is better. I recommend the Hemmingway approach to writing. Ernest was well known for his concise writing style; obviously feeling long sentences tend to confuse readers. With long sentences readers find themselves in the middle of the sentence thinking, "ah...where was I?" Try to take your long wordy sentences and break them in to short, clear, individual thoughts.

Readability. You've probably noticed I don't follow the "shorter is better" rule very often. That's because I like to follow another important rule-of-thumb which is write like you speak. This rule, of course, does not apply to those of you out there who, "pahk da cah in da yhad," or who are, "fixen to write one of them there report thingys." For the rest of us, if you would never say something like, "...through his diligence in better communications," why would you write it in a report? And how about this line I read recently, "This policy memorandum promulgates specific guidance and direction regarding..." Guidance *and* direction? Why use two words when they mean the same thing and one will do? And no one uses "Promulgates" when they talk (it's Latin for smarty-pants). If you learn only one thing from this article it should be, only use words like "promulgates" for comic relief. The bottom line here is, your writing doesn't have to read like an Army/Navy/Air Force/Marine instruction.

Logic. The thoughts you put down on paper must follow a logical pattern. I cannot overstress this. Stick to the point...if you have one. And, if you don't, why are you writing anything? I swear some of the reports I've read left me wondering, "OK, was the writer *for* or *against* the subject material? Debate at eleven." I wanted to chew my own arm off to escape reading the whole report.

There are countless ways to ensure your report has a logical flow to it. Using an outline works best for most people. Probably the most important skill I learned in College, other than, "How to turn a bottle of ketchup and a lemon into a three course meal," was how to do an outline. Outlines are simple, and generally follow this format,

Topic/Title

- Thesis/Purpose (Generally what the report/article is about. Everything in the report should support the thesis.)
- Support paragraphs...
- Conclusion (A short wrap-up of how your support paragraphs prove your overall thesis or a summary of the entire report)

Each supporting paragraph should relate to the report's overall thesis. Each sentence within each supporting paragraph should relate to all the other sentences within the paragraph. Either excise sentences that don't relate, or split the paragraph into separate paragraphs and separate thoughts.

Each word in each sentence should contribute to the thought behind the sentence. Only one coherent thought per sentence allowed. It's like a ballet. All the

words working together to form whole sentences that form harmonious paragraphs that support one overall logical thesis.

I'll promulgate one last point on logic. Avoid "DUH!" sentences. Here's an example that someone recently sent us, "The contractor has *an effective flight safety program* which incorporates all elements of *an effective flight safety program*." Well DUH! I hope it does. I really wonder about effective flight safety programs that don't incorporate all the elements of effective flight safety programs.

Format. Overall, we here at DCMC-OI don't concern ourselves a lot about the format of reports you send us as long as the format is consistent throughout the document. Our focus is on content. Official memoranda are another story. We have no control over the format of official memoranda; the format is the format. Whenever you find yourself having to do an official memorandum avail yourself to DLA's Correspondence Guide which is conveniently available for viewing at www.dasc.dla.mil/guide. Our advice...read it and follow it.

Editing. By the looks of some of your reports some of you are skipping this part. Editing is one of the hardest parts of writing. It's very difficult to see errors after you've read what you've written several times. You can't see the "forest for the trees". Regardless, as hard as editing can be, the practical upshot is it gives you an opportunity to correct all those errors you made when you ignored my advice from the preceding paragraphs.

Computers make editing much easier. Judicious use of the "Cut" icon alone would really help most reports generated by the

DoD. Spelling and grammar checking programs help but they have their limitations. Spell checkers won't catch words that are spelled correctly but used improperly. Grammar checkers don't work very well with government-speak... 'what's MMR stand for anyway?'

A great editing tool that Word has, but is rarely used, is control of revisions. In Word 6.0, select Tools, and then Revisions. In Word '97, select Tools, and then Track Changes. After selecting Highlight Changes, each modification you do to a document is highlighted allowing you to edit the document using a keyboard instead of a red pen.

Software will only get you halfway there. I rely mostly on "greyware" by asking my coworkers to look at my drafts. I do not take offense when they point out I've incorrectly used "it's vice its" or "we're vice were" or "insure vice ensure". Better they find my errors than the Commander. By the way, we are not your editors. However, if you have something that is critically important like a mishap or performance report and it has to be perfect, feel free to ask us to look at it for you. We promise not to laugh.

(At this point I would like to thank, my boss Col M, Dane Marolt, FLEA, my wife and my daughter, Christy, for editing "The Clause". They all found errors the others missed. If you find any errors, it's their fault.)

Miscellanea. I reminisce back to the 10th grade. I took typing for what I thought would be an easy elective. Typing, before the advent of auto spell checkers, Word, and even White-Out. We didn't even have *electric* typewriters. The ones we used were just one step above a Gutenberg printing

press. But I did learn a few things that have served me as well as *selectable all-wheel-drive on the rocky road of life*. The first was touch typing. Here we are, approaching the end of the 20th century, and we still have to rely on keyboards for typing instead of HAL 9000 computers. Oh the humanity of it all. Where was I? Oh yes...things I learned in typing class...I remember, don't worry. The second most important thing I learned was, always put one space between words and two (2) spaces between sentences. So simple a concept and it's the rule. It's not my rule. It's *THE* rule. By the way, don't add spaces between words and punctuation. Punctuation marks invariably abut words or numbers.

Practice Makes Perfect. In Real Estate it's Location, Location, Location. In promotions it's Timing, Timing, Timing. And in writing it's, Plagiarize, Plagiarize...no-no-no, it's Practice; Practice, Practice, Practice! The more you write the easier it gets. By now, I'm sure, many of you are anxious to write your own articles for The Safety Clause to practice a little on your own. If so, when you write your article on "Contractor Performance Based Coffee Standards," remember to keep your subject focus, write factually, follow a uniform format, write like you normally speak, write clearly, concisely, and logically, don't try to be the next Shakespeare, and remember the "spaces" rules, and you'll be halfway there. Then, all you have to remember is spelling, grammar, tense, punctuation, plurality, possessiveness, capitalization, contractions, hyphenation, avoiding the passive voice, and rules for use of abbreviations, rank, titles, names, proper nouns, dates, and numbers, and you're home free; that is, of course, if you made your suspense date.

Finally this: every time you take quill to parchment remember you are writing a tiny little résumé. Your résumé *can say*, “passed high school English equivalency exam with at least a B average,” *or*, “illiterate boob.” It’s your choice. Or, you can forget everything I said earlier and remember this alternative writing rule: Flowers on Secretary’s Day. Then, if you’re lucky, your secretary will keep you out of trouble. Works for me.

Next edition: “We’ll promulgate the mysteries of the semicolon.”

Random Notes

“We trained hard...but it seemed that every time we were beginning to form up into teams we would be reorganized. I was to learn later in life that we tend to meet any situation by reorganizing; and a wonderful method it can be for creating the illusion of progress while producing confusion, inefficiency, and demoralization.”

PETRONIUS - 256 BC
ROMAN CENTURION

The End

